



MARINE CORPS
SYSTEMS COMMAND
UNITED STATES MARINE CORPS

EQUIPPING THE WARFIGHTER



TO WIN

S T R A T E G I C P L A N

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"No organization has been more fundamental to improving the materiel capabilities of our Marines during this time of war. Marine Corps Systems Command's urgency and can-do attitude better enable our warfighting Marines to kill the enemy and come home alive. This clear focus ensures that our enemies will continue to fear United States Marines for years to come."

Lieutenant General James N. Mattis
Commanding General
Marine Corps Combat Development Command

MISSION

*To serve as the Commandant's principal agent
for acquisition and sustainment of
systems and equipment used by the
Operating Forces to accomplish their warfighting mission.*

The MARCORSYSCOM Team



Marine Corps Systems Command, Hospital Point, Quantico, Virginia

The Honorable Gordon R. England, Secretary of the Navy, congratulates MARCORSYSCOM on earning the Navy Unit Commendation July, 2004

In the background:
Sandstorm in Iraq, 2004



VISION

**To be Recognized within the Department of Defense
as the Leader in *Equipping the Warfighter to Win.***

■
We are timely and consistent in providing quality systems and equipment to the Operating Forces.

■
We expertly manage systems and equipment during their entire lifecycle.

■
We are a proud, high performance, team-based learning organization
working in a professional environment.

■
We employ highly effective, streamlined and innovative business processes.

GUIDING PRINCIPLES

How well we perform, individually and collectively, is a function of the values and beliefs that shape our behavior. In accomplishing our mission, we believe in, and operate under, the following guiding principles:

**Integrity ■ Mutual Respect ■ Accountability ■ Excellence ■ Innovation ■
Teamwork ■ Customer Focus ■ Communication ■ Knowledge Management**

Contents



*Internally Transportable Vehicle (ITV) with
Expeditionary Fire Support System (EFSS)*

Page 1	Mission
Page 3	Vision
Page 5	Letter from the General
Page 6	The Warfighter
Page 8	Goal I
Page 10	Goal II
Page 12	Goal III
Page 14	Goal IV
Page 16	Equipping the Warfighter to Win





LETTER FROM THE GENERAL

Brigadier General William D. Catto
Commanding General

MARINE CORPS SYSTEMS COMMAND



Marines, Sailors and Civilian Marines of Systems Command,

Since the Marine Corps Systems Command Strategic Business Model was established in 2000, the Command has undergone a substantial and successful redesign and transformation. This has resulted in a high-performance, team-based, product-centric organization. Presently, revolutionary changes in the world and the Department of Defense provide new challenges and opportunities for the Marine Corps.

To meet the demands of the changing world MARCORSYSCOM introduces our Strategic Plan for 2005-2009. We must focus on our mission: To serve as the Commandant's principal agent for acquisition and sustainment of systems and equipment used by the Operating Forces to accomplish their warfighting mission.

The Global War on Terrorism has required us to increase support to our warfighters while maintaining quality control. As new requirements emerge, sensitivity to the warfighter's needs, and the ability to meet them rapidly by quickly fielding the best equipment available is imperative.

The lives of Marines depend on how well we perform our jobs. We are driven to succeed because of this. We must continue to recruit, retain, and promote the best people -- those who possess and demonstrate the ethos, knowledge, and skill-sets compatible with the needs and demands of Systems Command and the Marine Corps at large. It is equally important that we continue to educate our workforce, knowing that education is key to our mutual success and satisfaction.

It is my intent that we be The Center for Excellence for Warfighting Acquisition and Sustainment. In order to achieve this goal, we must accomplish the following:

- Continue to evolve the MCSC organization in order to accomplish our mission in the most effective and efficient manner.
- Support Interoperability, Transformation and Leverage of the Joint Force Environment.
- Become the Driving Force Behind Adoption of Total Life Cycle Systems Management (TLCSM) in the Marine Corps.
- Enhance the Command's role in Science and Technology to expand technology transitions into Programs of Record.

Implementation of this *Strategic Plan* will guide us to success, and will ensure that our warfighters receive the weapons and equipment they need when and where they need it. The technological advantage we provide will help them to shoot straighter, move faster, and communicate more effectively so they can continue our Marine Corps' proud and valorous tradition of winning battles in every clime and place. We care deeply about each and every individual Marine and work on a daily basis with one thought in mind; that is, to provide our Marines with the systems and equipment necessary to ensure that they return home to their families safe and sound.

Semper Fi,

Brigadier General William D. Catto
Commanding General

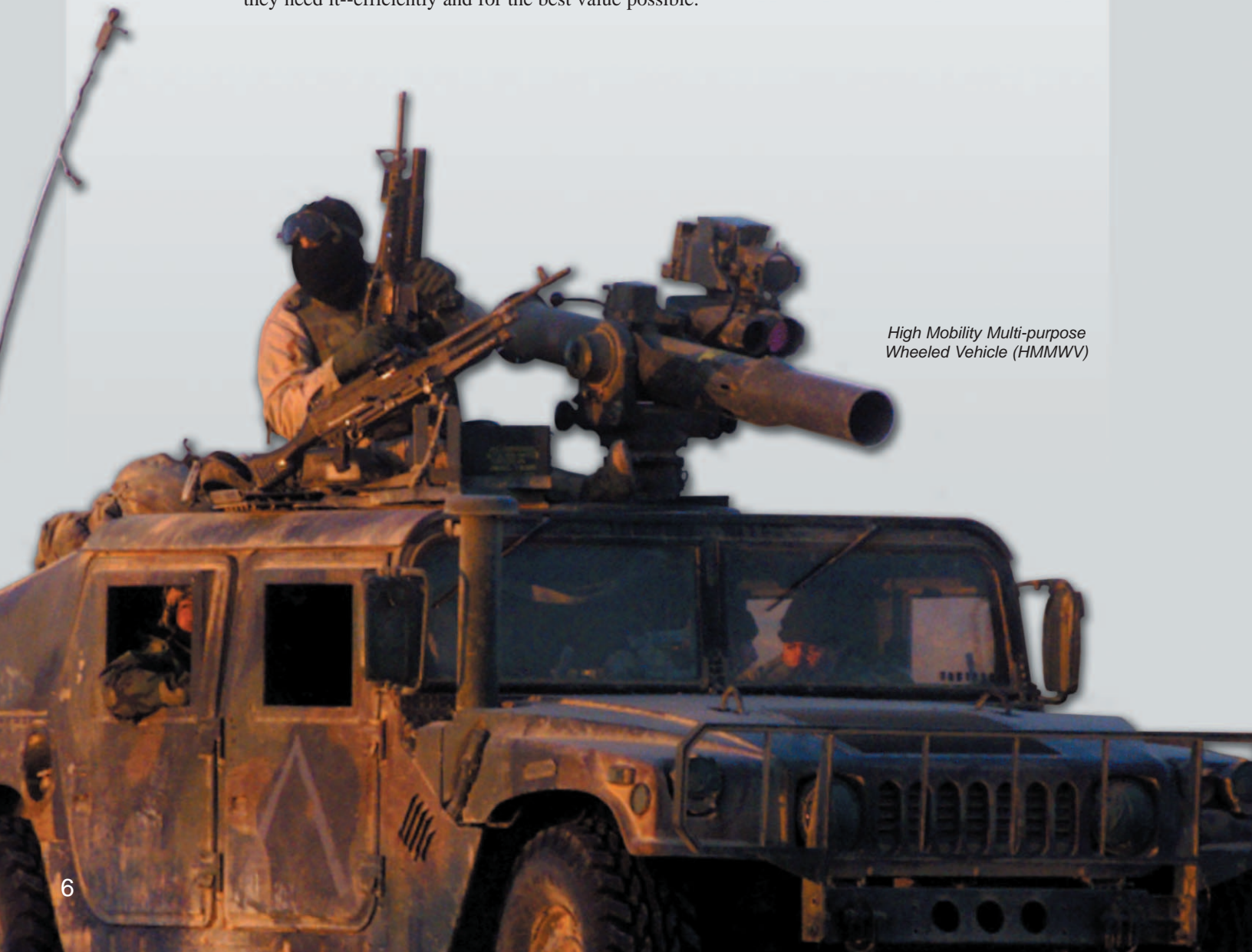
the WAR FIGHTER

*Operation Iraqi Freedom,
Marine Armor Kit*



Our ultimate customer. Our inspiration for excellence. Our friend, family member, colleague, fellow citizen. At Marine Corps Systems Command (MARCORSYSCOM), we stand united with our Warfighters in the field. From socks to gunsights, we outfit United States Marines with literally everything they drive, shoot and wear. Not all the Marines in the field know us, but we know them. We listen, learn, research, develop, test, procure and sustain--we do whatever it takes to get Marines what they need, when they need it--efficiently and for the best value possible.

*High Mobility Multi-purpose
Wheeled Vehicle (HMMWV)*





*Light-weight 155 Howitzer
being carried by the V-22 Osprey*



Monocular Night Vision Device



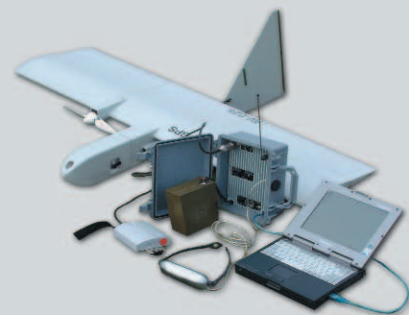
*Combat Vehicle
Training System
(CVTS)*



*Small Arms Protective Insert (SAPI)
and Outer Tactical Vest (OTV)*



*Combat Dress
Marine Corps Combat Utility Uniform
and Improved Load Bearing Equipment*



*"Dragon Eye" a 5-pound, Back-packable,
Modular Unmanned Aerial Vehicle (UAV)*

Equipping the Warfighter to Win

GOAL I

Continue to Evolve the MARCORSYSCOM Organization in order to Accomplish our Mission in the most Effective and Efficient Manner.

- 1. Develop and Implement a Human Capital Strategic Planning Methodology that includes:
 - a. Developing Workforce Skills*
 - b. Retaining the Best People*
 - c. Promoting and Recruiting the Right People**
- 2. Review the Organizational Structure and make Adjustments as necessary to Enhance Our Support to the Warfighter.*

This strategic goal emphasizes the importance of maintaining and cultivating a high quality, professional workforce that is appropriately trained, continually nurtured and constantly evolving in terms of skill and expertise. MARCORSYSCOM must hire and retain the best people in order to provide the best systems and equipment. Initiative, intelligence, innovative thinking and creativity are qualities inherent to MARCORSYSCOM professionals. As a learning, knowledge-based organization, MARCORSYSCOM must promote, encourage and enhance these qualities individually and collectively--in order to best serve our stakeholders and meet the challenges of a changing world.

To that end, we must continually review our organization to ensure that it is effectively structured to meet today's challenges and poised to meet those of the future. We must have a systematic means of assessing our workforce needs and the flexibility to rapidly change as necessary.

The future demands a multi-skilled, collaborative, "Joint" approach to innovation and execution and new levels of professionalism, expertise and excellence. MARCORSYSCOM will deliver on the promise of the future.

Develop and Implement a Human Capital Strategic Planning Methodology that includes:

Developing Workforce Skills

MARCORSYSCOM is dedicated to maintaining a workforce that keeps pace with the demands of the future in areas such as Total Life Cycle Systems Management, Science and Technology and Joint Force Programs. We are also committed to developing and implementing a Human Capital Strategic Planning Process that effectively defines skill mix requirements and gaps; Command priorities; and operational plans to achieve the proper workforce composition, including military, civilian and contractors. MARCORSYSCOM will take care of its people, so they can take care of the business at hand: *Equipping the Warfighter to Win.*

Retaining the Best People

MARCORSYSCOM recognizes that highly-trained, skilled, knowledgeable employees are an invaluable resource. As such, we must work to retain our best people by identifying and resolving issues that impact workforce satisfaction and affect a worker's commitment to the organization. Implementation of employee development and mentoring programs and the improvement to our infrastructure will provide an atmosphere that encourages excellence and enables employees to work in an exciting, challenging and rewarding environment.

Promoting and Recruiting the Right People

Because our job performance affects the ability of the Operating Forces to perform their mission, we must employ and promote the people who possess and demonstrate the knowledge, skills and abilities that align with the Operating Force's needs and demands as implemented by MARCORSYSCOM. In order to recruit personnel dedicated to excellence, we must develop and implement innovative methods for recruitment and hiring.

Reviewing the Organizational Structure and making Adjustments as necessary to Enhance Our Support to the Warfighter

In a constantly evolving and changing world, there is no such thing as the *status quo*. MARCORSYSCOM recognizes the need for continual review and refinement of our structure. The current organizational structure must be reviewed and refined to ensure that it remains effective, efficient and responsive to Command priorities.



*Camp Fallujah
(UOC)*



*Unit Operations Center
(UOC)*



*Complementary Low Altitude
Weapon System (CLAWS)*

Mabey Johnson Logistical Support Bridge



GOAL II

Support Interoperability, Transformation and Leverage of the Joint Force Environment.

Near Term (6-24 months)

1. *Influence the Design of Joint/Coalition Architectures*
2. *Leverage Joint Program Resources*
3. *Improve Marine Corps' Interoperability*

Long Term (24-36 months)

4. *Implement a Command-level Program Management Strategy that fosters DoD's Transformation Efforts*

Significant changes have occurred in the world during the past three years. The events of 11 September, 2001, and the ensuing Global War on Terrorism, have emphasized the need for interoperability with our sister services, coalition partners, and federal and state agencies. We must meet the challenges of interoperability head-on to ensure that the systems and equipment we field allow Marines to operate successfully in a joint warfare environment. High performance systems that fail to interface with service and coalition partners, consequently fail to meet the essential needs of our Warfighters.

To achieve this goal we must meet the following objectives:

Near Term (6-24 months)

Influence the Design of Joint/Coalition Architectures

In order for MARCORSYSCOM to become a center of excellence for the procurement of warfighting capabilities of the Marine Corps, we must continue to improve interoperability at every level. MARCORSYSCOM must influence and lead the design of Joint and Coalition Architecture and become proficient in using systems such as the Joint Capabilities Integration and Development System (JCIDS).

We must integrate operational requirements and capabilities that arise from transformation initiatives in order to achieve the best return on investment, performance and lifecycle cost. In addition, "net centric" and information assurance concepts will be incorporated into our processes. Now and in the future, the conflicts facing our country will require Joint participation.

Leverage Joint Program Resources

The Marine Corps receives only a small percentage of the Department of Defense (DoD) budget. By leveraging specific joint community resources, MARCORSYSCOM can ensure that Marine Corps resources are effectively and efficiently utilized across the continuum of Command programs. In order to reduce total life cycle costs to the Marine Corps and improve interoperability through the use of common equipment, we must leverage and influence current and future Joint Programs. Historically, our sister services have welcomed MARCORSYSCOM leadership in their programs. Joint Programs can be inherently more affordable than service unique programs and therefore more defensible in the planning, programming, budgeting and execution process (PPBES). By working together with our sister services, MARCORSYSCOM can capitalize on opportunities for funding and make the most of all resources available.

Improve Marine Corps Interoperability

Warfighters must operate effectively in a joint environment. Seamless interoperability between systems and equipment from all the services is required to meet this objective, and MARCORSYSCOM will build interoperability into our systems.

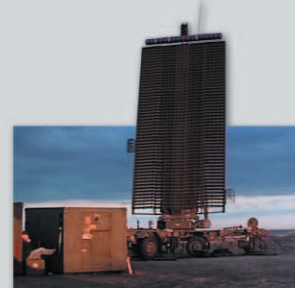
Long Term (24-36 months)

Implement a Command-level Program Management Strategy that fosters DoD's Transformation Efforts

MARCORSYSCOM will implement a Command level Program Management Strategy that fosters the DoD's transformation efforts as they relate to systems acquisition and sustainment. Central to this effort is the management of warfighter capabilities in a portfolio, rather than individual programs. This approach allows for the consolidation of PPBES efforts and the necessary disciplines required to field quality systems and capabilities in a timely manner. The integration of commodities and functionalities allows us to achieve speed, efficiency and value.



Light-Weight 155 Howitzer



AN/TPS-55 Radar System



M231 Propelling Charge and its associated packaging



High Mobility Artillery Rocket System (HIMARS)




Advanced Power Source Power Converter

GOAL III

Become the Driving Force behind the Adoption of Total Life Cycle Systems Management (TLCSM) in the Marine Corps

- 1. Acquire the Capability to Monitor and Improve System Operational Effectiveness (throughout the life cycle of our weapon systems and equipment)*
- 2. Develop and Implement Innovative Performance Based Logistics Strategies for our Key Systems and Equipment*
- 3. Implement Policies and Management Processes that Ensure System Operational Effectiveness is Designed into our Systems*

DoD policy designates that the weapon system Program Manager is responsible not only for the acquisition of a system, but is also the single point of accountability for the sustainment over a weapon system's life cycle (Total Life Cycle Systems Management [TLCSM]). In accordance with this policy, Program Managers will work toward maximum System Operational Effectiveness which includes (system performance, operational availability, process efficiency and total ownership cost). Our goal is to lead the implementation of this effort for the Marine Corps. In order to meet our goal, we will work closely with Headquarters Marine Corps, (Installations & Logistics) and Logistics Command.

A photograph showing a High Mobility Artillery Rocket System (HIMARS) firing several ATACMS missiles. The missiles are launched from a mobile launcher, and a large plume of white smoke and fire is visible from the launchers. The missiles are dark in color with white warheads.

The High Mobility Artillery Rocket System (HIMARS) firing ATACMS missiles



"DragonEye"



Gladiator



Expeditionary Assault Bridge

Acquire the Capability to Monitor and Improve System Operational Effectiveness

(Throughout the life cycle of our weapon systems and equipment)

We will provide Program Managers fielded system performance information, including availability (reliability, maintainability and supportability) and operating costs. The intent is that the Program Managers have the capability to effectively monitor system effectiveness, taking appropriate action in order to maximize performance and/or minimize cost.



Antennas

Develop and Implement Innovative Performance Based Logistics Strategies for our Key Systems and Equipment

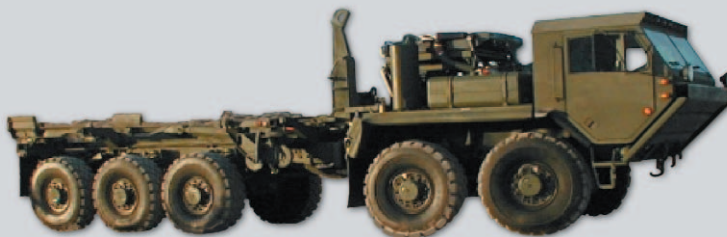
MARCORSYSCOM will implement Performance Based Logistics strategies to provide effective and efficient sustainment.

Implement Policies and Management Processes that Ensure System Operational Effectiveness (SOE) is Designed into our Systems

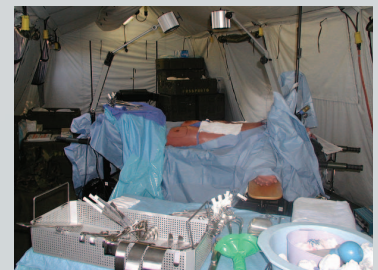
MARCORSYSCOM will make the appropriate trade-offs early in system design and support system development, before performance and availability decisions have been finalized. We will balance support system efficiency and life cycle cost with acquisition cost, performance and schedule. This will ensure that maximum SOE is accomplished at the minimal cost.



Assault Breacher Vehicle



Logistics Vehicle Systems Replacement (LVSr)



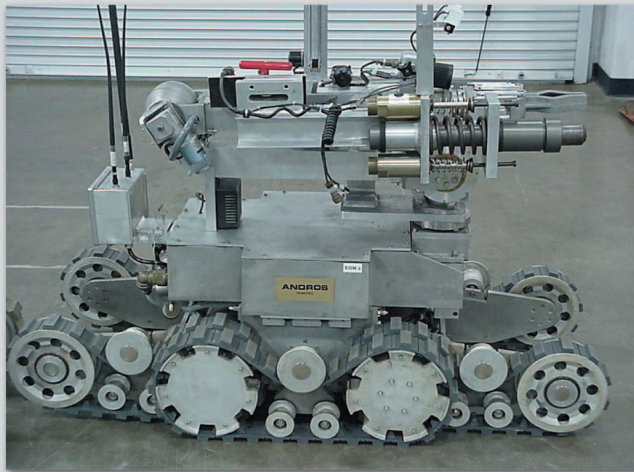
Forward Resuscitative Surgery System (FRSS)

GOAL IV

Enhance MARCORSYSCOM's Role in Science and Technology (S&T) to Expand Technology Transitions into Programs of Record

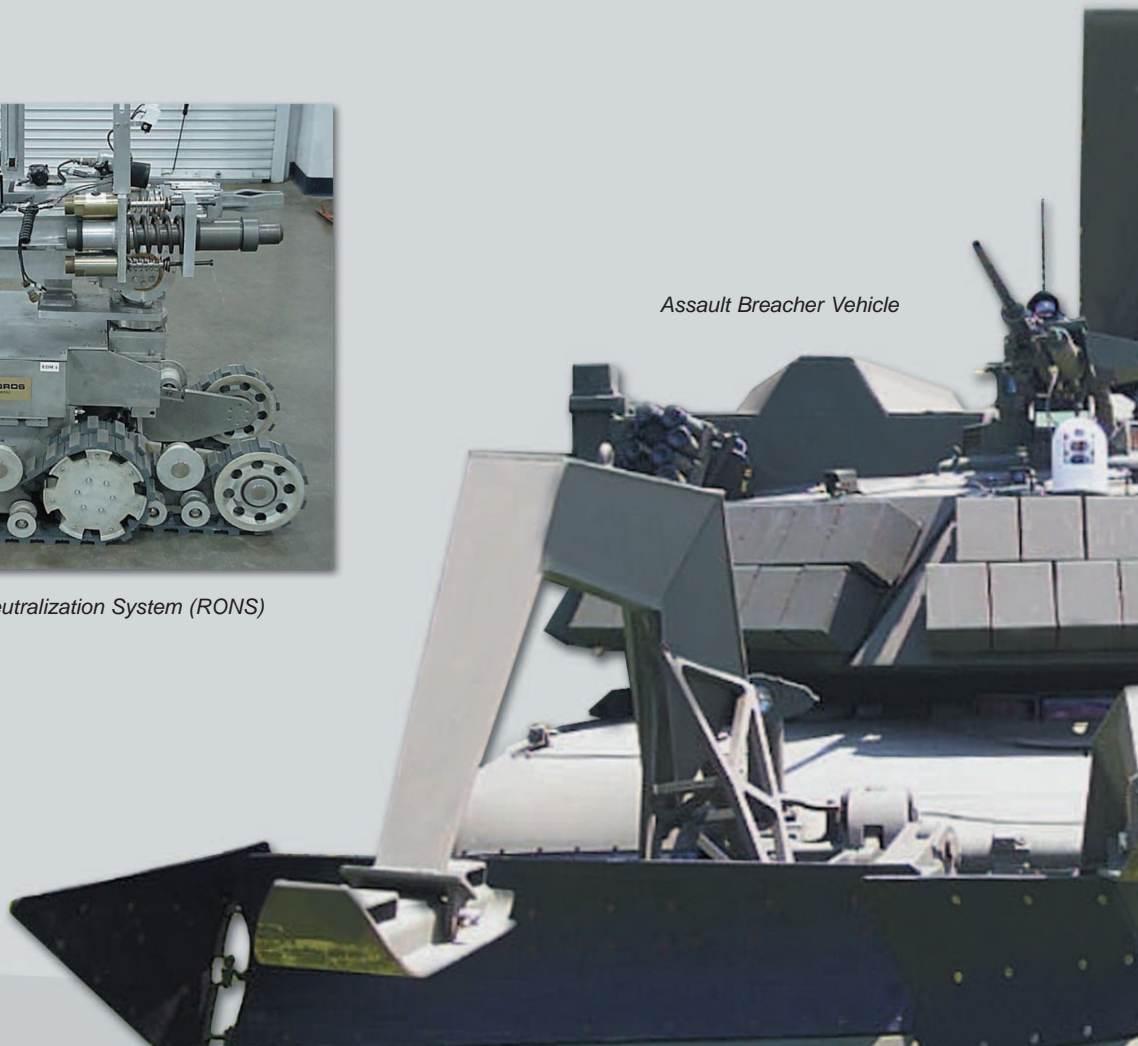
- 1. Enhance MARCORSYSCOM Influence of S&T in Resource Allocation and Combat Development Processes.*
- 2. Speed the Insertion of New Capabilities into the hands of the Warfighters Efficiently.*

MARCORSYSCOM fields systems to Marines that give them the technological edge necessary for winning battles. In the constantly changing arena of asymmetric warfare, our ability to rapidly put the best equipment in the hands of the Warfighter is even more critical. To speed the delivery of new capabilities through acquisition process and into programs of record, MARCORSYSCOM must enhance both our role and participation in the S&T process.



Remote Ordnance Neutralization System (RONS)

Assault Breacher Vehicle



Enhance MARCORSYSCOM Influence of S&T in Resource Allocation and Combat Development Processes

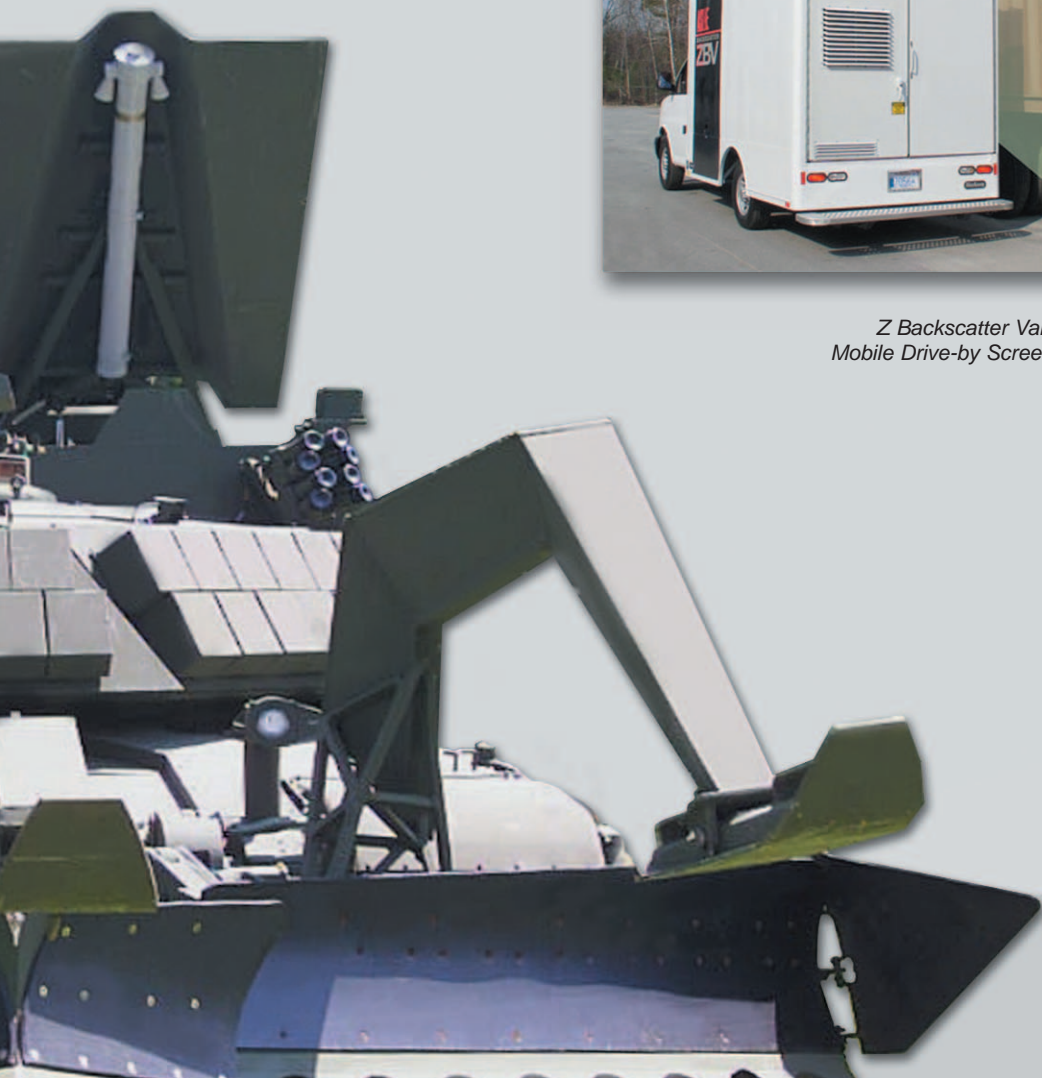
MARCORSYSCOM is expected to facilitate the rapid transition of technologies to our Warfighter, however, we currently have little involvement with S&T investment decisions. We must enhance our influence of S&T resource allocations to increase the probability that these investments result in the fielded capabilities of Programs of Record. The ability to influence S&T investment allows for a focused approach to deliver and sustain the most effective and reliable weapon systems on the battlefield.

Speed the Insertion of New Capabilities into the hands of the Warfighters more Efficiently

Fulfilling this objective ensures that cutting-edge technology is fielded to our Marines. A shared vision with the S&T community will focus resources and efforts to create a common understanding of applications, system level requirements and opportunities for innovative technologies. In addition to working with the S&T community, we must work with our partners in Headquarters Marine Corps (HQMC), Marine Corps Combat Development Command (MCCDC) and Marine Corps Operational Test Evaluation Agency (MCOTEA), to rapidly transition new technologies to the Warfighter.



*Z Backscatter Van (VBF)
Mobile Drive-by Screening System*



MTVR without Armor



MTVR with Armor Kit



From Concept to Reality, **EQUIPPING THE WARFIGHTER TO WIN**

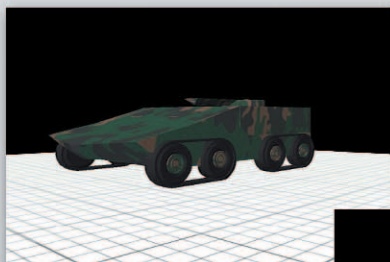
The impact of a constantly changing world is perhaps felt most keenly by the armed services sworn to protect it. The tragic events of 11 September, 2001 have drastically altered how the United States assesses the global security environment. The recent past has seen the collapse of the Soviet empire, the conclusion of the Cold War and a superpower stand off between East and West. The close of the industrial age gave way to the beginning of the information age and conventional warfare is fading into history as the world wakes to the shocking start of an age of terror. For the United States, this age began on 11 September, 2001. That we may be attacked again on our own soil, anywhere and at any time, with any type of weapon is now a permanent thought in our nation's collective conscience. Now, it is more difficult to predict potential sources of military threats, the conduct of future wars, and the form that threats and attacks will take. We now face a host of potential regional powers and enemies known as terrorists and their terrorist networks.

This new era demands close collaboration with our sister services and partners in defense. Sea Power 21, released in the summer of 2002, outlines the vision of how the Navy/Marine Corps Team will function in this new era of transformation. The heart of Sea Power 21 encompasses three major concepts: Sea Strike, projecting precise and persistent offensive power; Sea Shield, projecting global defensive assurance; and Sea Basing, projecting joint operational independence. Major areas of concentration for the Marine Corps are Sea Basing and Ship to Objective Maneuver (STOM). STOM projects the Expeditionary Strike Group's combined arms assault force from ships at sea directly against operational objectives that may be located far inland. Future Marine forces will be able to maneuver in tactical formation from the moment they depart the enhanced sea base, until they reach their objectives. STOM will reduce the historical vulnerability the Marines face during beachhead operations.



Cougar

In conclusion, the tragedies of 11 September, the ensuing Global War on Terrorism, increased emphasis on joint operations, competition for resources, and the transition from a land-based to an expeditionary maneuver warfare and sea-based organization all present challenges to the combat effectiveness of the MAGTF. With this *Strategic Plan*, the MARCORSYSCOM Team has outlined how we intend to meet these challenges and be recognized as the leader in equipping the warfighter to win. We are committed to a quality work environment and opportunities for career growth. We will ensure that we build interoperability with other services to improve strategic partnerships with our coalition forces. We will utilize innovative strategies to adopt Total Life Cycle Systems Management to ensure we provide the best value for weapon systems and equipment. And we will aggressively participate in the development of technology to ensure our Marines maintain the technical advantage over our enemies. In short, we are positioned to equip the Warfighter to win -- both now and in the future.



*MAGTF Expeditionary Family of
Fighting Vehicles, 2015...and beyond.*



*"Some people spend an entire lifetime wondering if they made a difference.
The Marines don't have that problem."*

President Ronald Reagan

Marine Corps Systems Command

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